

References

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Appendix A

Student Leadership Practices Inventory – Self (SLPI)

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Instructions

The following survey contains thirty statements describing various leadership behaviors. Please read each statement carefully. Then rate *yourself* in terms of *how frequently* you engage in the behavior described. *This is not a test* (there are no right or wrong answers). The usefulness of the feedback from this inventory will depend on how honest you are with yourself and how frequently you *actually* engage in each of these behaviors.

Consider each statement in the context of the fraternal organization with which you are now involved with. As you respond to each statement, maintain a consistent perspective to your particular organization. The rating scale provides five choices. Indicate the choice that best applies to each statement:

- (1) If you RARELY or SELDOM do what is described
- (2) If you do what is described ONCE IN A WHILE
- (3) If you SOMETIMES do what is described
- (4) If you OFTEN do what is described
- (5) If you VERY FREQUENTLY or ALMOST ALWAYS do what is described

In selecting the response, be realistic about the extent to which you *actually* engage in the behavior. Do *not* answer in terms of how you would like to see yourself or in terms of what you should be doing. Answer in terms of how you *typically* behave.

For example, the first statement is “I set a personal example of what I expect from other people.” If you believe you do this *once in a while*, indicate the number 2. If you believe you do this *often*, indicate the number 4. Select and indicate only one option (response number) for each statement.

Please respond to every statement. If you can’t respond to a statement (or feel that it doesn’t apply), indicate a 1. When you have responded to all thirty statements, please select the submit button at the bottom of this page.

Student Leadership Practices Inventory – Self

How frequently do you *typically* engage in the following behaviors and actions?

Indicate the number that best applies using the above mentioned scale.

- 1) I set a personal example of what I expect from other people.
- 2) I look ahead and communicate about what I believe will affect us in the future.
- 3) I look around for ways to develop and challenge my skills and abilities.
- 4) I foster cooperative rather than competitive relationships among people I work with.
- 5) I praise people for a job well done.
- 6) I spend time and energy making sure that people in our organization adhere to the principles and standards we have agreed on.
- 7) I describe to others in our organization what we should be capable of accomplishing.
- 8) I look for ways that others can try out new ideas and methods.
- 9) I actively listen to diverse points of view.
- 10) I encourage others as they work on activities and programs in our organization.
- 11) I follow through on the promises and commitments I make in this organization.
- 12) I talk with others about sharing a vision of how much better the organization could be in the future.
- 13) I keep current on events and activities that might affect our organization.
- 14) I treat others with dignity and respect.
- 15) I give people in our organization support and express appreciation for their contributions.
- 16) I find ways to get feedback about my actions affect other people's performance.
- 17) I talk with others about how their own interests can be met by working toward a common goal.
- 18) When things do not go as we expected, I ask, "What can we learn from this experience?"
- 19) I support the decisions that other people in our organization make on their own.
- 20) I make it a point to publicly recognize people who show commitment to our values.
- 21) I build consensus on an agreed-upon set of values for our organization.
- 22) I am upbeat and positive when talking about what our organization aspires to accomplish.
- 23) I make sure that we set goals and make specific plans for the projects we undertake.
- 24) I give others a great deal of freedom and choice in deciding how to do their work.
- 25) I find ways for us to celebrate accomplishments.

- 26) I talk about the values and principles that guide my actions.
- 27) I speak with conviction about the higher purpose and meaning of what we are doing.
- 28) I take initiative in experimenting with the way we can do things in our organization.
- 29) I provide opportunities for others to take on leadership responsibilities.
- 30) I make sure that people in our organization are creatively recognized for their contributions. ¹

Addendum

Please answer these additional questions, which will be used for demographic purposes.

- 1) What is the full name of your respective organization (i.e. Alpha Beta Gamma)?
- 2) What council governs your respective organization?
 - a. Interfraternity Council
 - b. Panhellenic Council
 - c. National Pan-Hellenic Council
 - d. United Council for Fraternities and Sororities

Appendix B
Incentive Survey

Once again, Thank you for taking the time to participate in this study. Your input is greatly appreciated. Please answer the following questions to enter yourself and your chapter into the random drawing for the \$250 incentives.

- 1) What is your full name?
- 2) What is your e-mail address?
- 3) What is the full name of your chapter (i.e. Alpha Beta Gamma)?
- 4) What council governs your respective chapter?
 - a. Interfraternity Council
 - b. Panhellenic Council
 - c. National Pan-Hellenic Council
 - d. United Council of Fraternities and Sororities

Appendix C

Protocol E-mail

Dear Fraternity or Sorority member of Virginia Tech,

My name is Anthony DiChiara. I am a second year graduate student in the higher education and student affairs program. First, I would like to express my appreciation to the leadership of your organization for volunteering your organization to participate in my study and to you for taking the time to participate as well.

I am conducting a study on the differences in Leadership Practices of affiliated members of fraternities and sororities.

By clicking on link at the bottom of this e-mail and entering your PID and password, you are consenting to participate in this study. The purpose for entering your PID and password is to ensure you only fill out the survey once. The survey consists of 30 questions. You will indicate your response on a 1 to 5 scale with 1 meaning “you RARELY or SELDOM do what is described” and 5 meaning “you VERY FREQUENTLY or ALMOST ALWAYS do what is described.” Please use all the numbers in between to accurately describe how these statements pertain to you.

Once you have completed the initial 30 items, please answer the two addendum questions in regards to your respective organization, which will be used for demographic and comparative purposes.

Upon completion of the survey, please click the submit button. This action will take you to a “thank you” web page. On this page will be a link to a second survey. You will be asked to enter your PID and password, once again to ensure you only log in once. Upon logging in, you will be asked to enter your name, your e-mail address, your organization’s name, and the council which governs your organization. This information will be used to determine which individuals and chapters will receive the \$250 incentive.

Only members of a recognized fraternity or sorority by Virginia Tech’s Office of Fraternity and Sorority Life who are enrolled full-time and are in active standing with their respective organization should fill out this survey. Participants will only be able to access the survey once, so please read the instructions of the survey very carefully. If you have any questions about the study, feel free to contact me via e-mail (adichi05@vt.edu). Once again, I appreciate you taking the time to participate in my study.

<https://survey.vt.edu/survey/entry.jsp?id=1170430187126>

Sincerely,

Anthony DiChiara

Appendix D

Chapter Participation Sign Up Sheet

Please fill out the following information to volunteer your respective chapter to participate in this study. An e-mail will be sent to you to forward to your chapter members via your chapter's listserv.

Organization Name	Contact Person	Contact E-mail

Appendix E

Thank You Page

Thank you for participating in this study, your input is greatly appreciated. To enter yourself and your chapter into the random drawing for the \$250 incentives, please follow the link below.

Keep in mind that only chapters that have a response rate of 75% or more will be entered into the chapter drawing. However, all participants are eligible for the individual prize.

<https://survey.vt.edu/survey/entry.jsp?id=1170430454771>

(you must copy and paste the survey link into your web browser)

Please read instructions carefully. You can only log into the survey once.

KOUZES POSNER INTERNATIONAL

15419 Banyan Lane
Monte Sereno, California
FAX: (408) 354-9170

April 21, 2006

Mr. Anthony DiChiara
34 Heritage Way
Reading, Massachusetts 01864

Dear Anthony:

Thank you for your request to use the Leadership Practices Inventory (LPI) in your thesis. We are willing to allow you to reproduce the instrument as outlined in your request, at no charge, with the following understandings:

- (1) That the LPI is used only for research purposes and is not sold or used in conjunction with any compensated management development activities;
- (2) That copyright of the LPI, or any derivation of the instrument, is retained by Kouzes Posner International, and that the following copyright statement is included on all copies of the instrument: "Copyright © 2005 James M. Kouzes and Barry Z. Posner. All rights reserved. Used with permission.";
- (3) That one (1) **bound** copy of your thesis and one (1) copy of **all** papers, reports, articles, and the like which make use of the LPI data be sent **promptly** to our attention; and,
- (4) That you agree to allow us to include an abstract of your study and any other published papers utilizing the LPI on our various websites.

If the terms outline above are acceptable, would you indicate so by signing one (1) copy of this letter and returning it to us. Best wishes for every success with your research project.

Cordially,

Barry Z. Posner, Ph.D.
Managing Partner

I understand and agree to abide by these conditions

(Signed)_____Date:_____

February 16, 2007

Mr. Anthony DiChiara
Graduate Hall Director
O'Shaughnessy Hall
Virginia Polytechnic Institute & State University
Blacksburg, VA

Dear Mr. DiChiara:

On behalf of ACPA-College Student Educators International, permission is hereby granted for a one-time reprint of the figures published in the below article in the *Journal of College Student Development*. It is my understanding these figures are to be used only for your Master's thesis in the Higher Education and Student Affairs Program at Virginia Tech. **For future reference, all copyright requests for the journal should be submitted to the Copyright Clearance Center.**

Komives, S.R., Owen, J.E., Longerbeam, S.D., Mainella, F.C., & Osteen, L. (2005).
Developing a leadership identity: A grounded theory.
Journal of College Student Development, 46 (6), 593-611.

Komives, S.R., Longerbeam, S.D., Owen, J.E., Mainella, F., Osteen, L. (2006). A
leadership identity development model: Applications from a grounded theory.
Journal of College Student Development, 47 (4), 401-418.

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Thank you for including material from the ACPA journal in your Master's thesis and I wish you success.

Sincerely,

Jacqueline Skinner Jackson, Ph.D.
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Permanent address: 34 Heritage Way, North Reading, MA 01864

E-mail: adichi05@vt.edu

Phone: (781) 307-1621

Resume Objective:

To give an overview of my experiences and qualifications that would make me an eligible candidate for a position in Residence Life, Greek Affairs, or Student Activities at an institution of higher education.

Education:

Virginia Polytechnic Institute and State University (Virginia Tech) Blacksburg, VA 24060

Education: Leadership and Policy

August 2005 - Present

Higher Education and Student Affairs

Master's Thesis: *Fraternal Leadership: Differences in Leadership Practices among Four Governing*

Greek Councils

Defended: May 1, 2007

University of Connecticut

Storrs, CT 06269

Bachelor of Science in Human Development & Family Studies *August 2001 - May 2005*

Student Affairs Individualized Major

Business Minor

Notable Recognition:

Virginia Tech

2006 Order of Omega William J. Brennan Graduate Assistant Fellowship Award Recipient

2006-2007 Stop Abuse Resource Advocate

University of Connecticut

2003-2004 Peer Educator of the Year Award Recipient

2003-2004 Pi Kappa Alpha Brother of the Year Award Recipient

Student Affairs Experience:

Virginia Tech

Residence Life Graduate Hall Director

July 2006 - Present

- Responsible for a co-educational college residence hall of 350 students
- Supervise 10 Resident Advisors and 1 Resident Advisor Coordinator
- Co-teach Introduction to Residence Life course for new RAs
- Serve on a campus-wide on-call rotation
- Assist in the Resident Advisor selection and training process
- Serve as a judicial hearing officer

Virginia Tech Union (VTU) Practicum Student

January 2007 – Present

- Develop, implement, and evaluate the Hokie Late Night programming initiative
- Consult VTU board with the planning and implementation of Spring programs

Office of Fraternity and Sorority Life Practicum Student

January 2006 – December 2006

- Advised the Order of Omega with programming objectives
- Developed and maintained the Order of Omega (Beta Chi chapter) website (www.orderofomega.org.vt.edu)
- Supported facilitation of the Leadership in Organizations: Fraternity and Sorority Life class

Parent Programs (Student Life Office) Graduate Assistant August 2005 - May 2006

- Aided with planning and implementation of Hokie Parents' Day
- Created Parent Relations communications for mail, in person, and online distribution
- Assisted with responding to inquiries and concerns from parents and families

University of Connecticut

Residential Life Resident/Community Assistant: November 2003 - May 2005

- Worked in two different living environments: all-male freshman and co-ed upperclassmen
- Served on duty when UConn won the 2004 Men's National Basketball Championship

Orientation Leader New Student and Parent May 2003 - July 2004

- Escorted groups incoming freshmen and their parents through the Orientation Program

Related Activities:

Virginia Tech

Chi Sigma Alpha – Alpha Chapter

President August 2006 - Present

- Preside over all meetings of the general membership and the chapter executive committee
- Oversee the conveying of chapter charters to universities looking to start a CSA chapter

Association for Student Development (ASD)

Active member August 2005 - Present

- Communication coordinator for 2007 ACPA/NASPA Joint Meeting Information

University of Connecticut

Pi Kappa Alpha Fraternity

Philanthropy Chairperson January 2004 - December 2004

- Directed the First Annual Pike Toy Drive that raised over \$300 used to purchase toys which were donated to patients of the Hartford Children's Hospital
- Developed and coordinated the 1st Annual Pike Walk to Stop Sexual Assault which raised \$200 for the Women's Center

Recruitment Officer/Rush Chairman March 2004 - December 2004

- Created and implemented the First Annual High School Excellence Scholarship
- Recruited 19 new members (largest pledge class in the last 5 years)

Student Union Board of Governors (SUBOG)

President January 2005 - May 2005

- Served as the official spokesperson and representative of SUBOG
- Chaired SUBOG's formal meetings and weekly Executive Committee meetings
- Oversaw the development and training of board members and their duties

Vice President for Policy May 2004 - May 2005

- Served as chairperson of the Student Union Policy Council
- Brought suggestions to the Director of Campus Activities regarding policy matters in UConn's Student Union building

University of Connecticut Women's Center

VAWPP & MAVAW Peer Educator

March 2003 - May 2004

- Scheduled and facilitated programs about sexual assault, issues of consent, and domestic/dating violence for a variety of classes, organizations, and professional staffs
- Planned, implemented, participated in, and evaluated the Men's March Against Domestic Violence in October 2003

Professional Organization Membership:

Association of Fraternity Advisors (AFA)

August 2005 - Present

National Association of Student Personnel Administrators (NASPA)

August 2005 - Present

Association for College Personnel Administrators (ACPA)

August 2005 - Present

- 2007 Joint Meeting Program Review Volunteer